

SECRET

DD/S SUBJECT
FILE *Training*

DD/S 69-3830

20 AUG 1969

MEMORANDUM FOR: Director of Training

SUBJECT : Area Orientation

REFERENCE : Memo dtd 14 Aug 69 to DD/S from DTR
subj: Weekly Report of the OTR

1. I have noted with interest your comments concerning the Orientation for Overseas and your anticipated build-up of reading kits to supplement the course material.

2. I have long felt that post report material is really not broad enough in its coverage to give employees and their families a true feel for the various countries and cities to which they are being posted. While the localized specific items dealt with in most post reports are certainly of interest, there is much more concerning geographic, economic, cultural, local customs, and similar factors which could be made available. Reading kits containing this more generalized information could be developed on an unclassified basis so that they might be checked out by employees for sharing with their families well prior to departure.

3. I will be interested in hearing more of your program as it develops.

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

SOS/DDS:RBW:dlk (18 Aug 69)

Distribution:

Orig & 1 - Adse

1 - DD/S Subject *why of diff w/ background (DD/S 68-2275, 1852, 1806, 1604)*
1 - DD/S Chrono

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14 August 1969

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Weekly Report of the Office of Training

1. Rescheduling of CT Classes to Fit Two-Cycle Plan

An OTR conference of 8 August resulted in agreement to reschedule the November 1969 Career Training Class to 5 January 1970, and to convert at that time to two classes per year -- January and July. The complete schedule remains to be determined. /?

2. Orientation for Overseas

The small number of students (seven) in the most recent Orientation for Overseas enabled the instructor to break the class into three groups, each bound for one area of the world, and talk separately with each group at the end of the day. Reading kits were also provided. The instructor anticipates a long-term build-up of highly selective reading materials on the larger and middle-sized countries.

3. Second Series of Reading Improvement Courses to Begin

Three Reading Improvement courses are now scheduled to begin in September, one at 1000 Glebe and two at [] These courses will satisfy commitments to IAS and NPIC for separate courses for their people. The decision to hold a course at 1000 Glebe rather than at Headquarters was based on student distaste for our former classroom in the

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GROUP 1
Excluded from automatic
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mezzanine of South Cafeteria.

4. FSOs to Get CIA Coverage

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The Foreign Service Institute has scheduled a one-week course on intelligence for the period, 8 - 12 December. The plan calls for two of the five days to be spent at CIA. The course is the outgrowth of an original proposal by Operations School to provide FSOs with a program similar to OTR's Project USEFUL given for the military.

Noted
RBL

5. Revamping of Courses

Representatives of OTR and NPIC met recently in regard to NPIC support of our training courses, particularly our CT courses. We anticipate some shift in emphasis since the CTs are now cleared for T, KH from the beginning of their training and much of what was being done in the more specialized Intelligence Production Course can now be done in the orientation phase.

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6. New Training Materials

OTR's manual on the Office of Current Intelligence compiled by the Intelligence School is being edited in OCI. Editing of the Agent Trade-craft Training Kit has been completed and publication is expected about the end of October. Use of this material will not be limited to OTR and dissemination within the Clandestine Service is expected.

7. Accord Reached on Students' Air Travel

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8. Heavy Registration for Non-Duty Hours Language Study

Forty-six requests for the Before and After Hours Language Training Program have been received and more are expected before the 22 August closing date.

9. Non-Agency Briefings

During the reporting period, the following non-Agency briefings were given:



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At DIS, to 70 students in the Joint Strategic Intelligence Course on "Communist Party Organization," "Communism in Developing Nations" and "Communist Movement Today."

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At 1000 Glebe, for Mr [redacted] NSA on the Agency [redacted]

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for HUGH T. CUNNINGHAM
Director of Training

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Next 2 Page(s) In Document Exempt

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DD/S 68-2275
3 MAY 1968

MEMORANDUM FOR: Assistant Deputy Director for Support

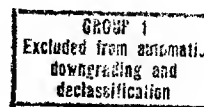
SUBJECT : Area Orientation

REFERENCES : (a) Memo dtd 2 Apr 68 to DTR fr ADD/S
(DD/S 68-1604), same subject

(b) Memo dtd 17 Apr 67 to DTR fr C/IS,
"Area Orientation Training"

1. This memorandum is for your information only.
2. With reference to using programmed texts to supplement traditional area material for orientation of dependents, we have found the only apparent course open to the Agency at present is to produce its own programs through an outside contractor. The number of commercially produced programs is limited and the few available for purchase are not suited to the level of Agency needs. Within government nothing has been done in the field of area programming, although the Defense Intelligence School is now exploring possibilities for developing two programs.
3. Cost of producing Agency programs is high. One three-hour program (three hours considered to be the average length for an area familiarization) is approximately \$7,000. To produce the minimum of 25 programs on the so-called "big" countries would cost \$175,000. Eventually the Agency would require about 70 programs at a cost of \$500,000. Added to this would be salaries of Agency employees who have the area expertise to develop precise objectives and to determine the information to be programmed. To avoid increased costs, each program would most likely feature only the geographic and cultural information on the country and its people thus lessening need for revisions.
4. The Defense Intelligence School is asking for bids from outside contractors on two three-hour programs covering China and the

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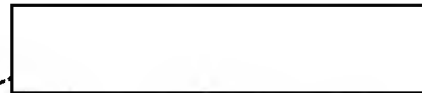


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USSR. If DIS contracts for the programming, it will be some time before each program is developed and tested. OTR will keep up to date on the resolutions. We will also continue to watch for new developments in the commercial field and will report any significant findings.

5. OTR's experience has shown that actual costs of programming have exceeded contractors' estimates. Based upon experience to date, I recommend that further consideration of PAI in relation to area studies be deferred until greater skill in the techniques of programming is achieved within the Agency.



John Richardson
Director of Training

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Att
Reference (b)

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(This memo was sent to DD/S on 19 Apr 67)

17 April 1967

MEMORANDUM FOR: Director of Training

SUBJECT : Area Orientation Training

REFERENCE : Memo to DDS fr DTR, dtd
22 Nov 66

1. After several months of looking into ways and means of providing the Agency with area training in the form of country reading kits, we have reached the conclusion that present operating conditions do not make such a program feasible.

2. We have found that such a program, however modestly conceived, would require personnel that we do not now have.

a. A full-time professional officer would be needed to organize, compile, distribute, and revise some 100 country kits, which would be kept available for reading and study at 45 to 100 country desks as well as in a central repository in our language laboratory at the Headquarters Building. This professional would not only be operating a central library with numerous branches, but he would also be called upon to work with a great many country specialists and with the numerous Agency and non-Agency sources of country materials. The only OTR officer capable of directing this work is Mr. [REDACTED] who is already fully occupied, especially with Vietnamese training affairs.

b. It has also become clear that the selection, ordering, cataloguing, composition, storage, distribution, and revision of the kits would require a full-time librarian. This librarian we do not have.

3. When the Office of Training went into the field of area training over a decade ago, serious consideration was given to the establishment of a full-time area training staff of 24 officers. Actually, the staff was composed of three officers who were called upon to provide area training for all Agency

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-2-

personnel. To try now to entrust area training or orientation, however reduced in scope, to one man, possibly on a part-time basis for him, could never achieve the desired results.


4. Both OTR and other Agency components are doing something in the field of area training, even though OTR formally withdrew from the field in January 1965. For instance, OTR continues to facilitate the attendance of Agency personnel at area courses given by the Foreign Service Institute. The Intelligence School provides on a monthly basis a two-day Orientation for Overseas which has as a main objective the encouragement of new and serious interest in the countries to which people are going. In collaboration with the Far East Division, furthermore, OTR offers, on a monthly basis, a week-long Vietnam Orientation -- a genuine example of area orientation. While this activity does not constitute an effective or comprehensive area training or orientation program, it is something that is commensurate with our present limited capabilities.

5. Also, the CS area divisions are doing something, even though there is much more that they can do and are, perhaps, better qualified to do than OTR. In one division, for example, a branch chief has produced an annotated bibliography for his people and vigorously pushed the purchase and circulation of reading material. In another, an intelligence assistant very actively circulates books, papers, and magazines along with a bibliography she has produced. These examples may not be typical of what is actually done, but they do demonstrate what leadership in the division can accomplish. What reading material they do produce could and should also, of course, be made available to those non-CA people going to their various stations.

6. Finally, even if we could by some means institute the country kit program, we would simply be adding to the bits and pieces that now stand in lieu of formal area training. A reading kit program undertaken by OTR, however basic to understanding a foreign country and however excellently it might be implemented, would still be bibliographical in essence and a somewhat specialized library function. There would be no real training involved, no orientation, no personal guidance, no real way to evaluate results.

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7. In conclusion, and in view of the considerations and background previously outlined, we feel that the burden of providing this type of orientation should be left to the area divisions. This is where the expertise lies, the divisions have the people who know what they want their people to know, and certainly country desks are in the best position to maintain pertinent bibliographies and to guide their people to current reading materials. A move to centralize this effort under OTR would require a rather elaborate administrative apparatus, an expertise which we do not now have, and personnel, which under current ceilings would be almost impossible to obtain.


Chief, Intelligence School

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DD/S
FILE *Training 3*

DD/S 68-1852

11 APR 1968

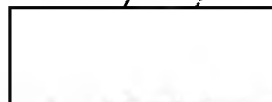
MEMORANDUM FOR: Director of Personnel

SUBJECT : Area Orientation

Bob:

With respect to your memorandum of 8 April 1968 addressed to the Assistant Deputy Director for Support on this subject, the following may assist you.

Mr. Bannerman's intention would be that the Office of Training would chair the effort in developing the proposed orientation kits, with suitable input from CRS, the Clandestine Services, the Office of Security, the Office of Medical Services, and your Office. Although post reports are available through the area divisions, he believes that information of a more generalized nature pertaining to the various countries and cities to which our people may be posted could be quite easily rounded up by CRS. This information would be supplementary to post report information. The basic thought is that such area information kits could be checked out by the employee for perusal by his family, who might thus acquire a much better understanding of foreign areas than can be achieved through reading the limited material available in post reports.



Special Assistant to the
Deputy Director for Support

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SA-DD/S:RBW:dlk (11 Apr 68)

Distribution:

Orig & 1 - Adse *Subj*

1 - DD/S_{W/O} of DD/S 68-1806, 68-160-1

1 - DD/S Chrono

DD/S 68-1806: Memo dtd 8 Apr 68 to ADD/S fr D/Pers, subj: Area Orientation

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Excluded from automatic
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DP/S 68-1806

8 APR 1968

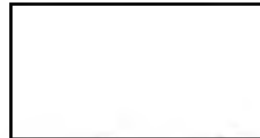
MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Area Orientation

REFERENCE : Memo For D/TR fr ADD/S dtd 2 Apr 68,
same subject

1. I would appreciate some clarification. Do you intend the Director of Training to "chair" this effort? What part does Mr. Bannerman see CRS playing? Post Reports come out of the Area Divisions, I believe.

2. Agree that, particularly in regard to medical programs and the like, the Office of Personnel has some input not now presented.



Robert S. Wattles
Director of Personnel

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DD/S 68-1604

MEMORANDUM FOR: Director of Training

SUBJECT : Area Orientation

1. During a recent briefing for the DD/S on the Selection Processing Center, OMS, attention was focused on the importance of orientation of dependents. It was indicated that there are deficiencies in the currently approved procedure under which area orientation is to be provided by the Clandestine Services Area Divisions. Mr. Bannerman suggested that kits could perhaps be produced, built at least in part on Program Assisted Instruction techniques. These could be checked out by overseas processes for the temporary use of their families. Mr. Bannerman also suggested that these might be made up initially and kept up to date by CRS, with inputs from other appropriate Offices, including OMS, OS, and OP.

2. We would appreciate your comments on this proposal, taking into account your experience with Program Assisted Instruction.

John W. Coffey
Assistant Deputy Director
for Support

cc: Director of Medical Services
Director of Personnel

ADD/S:JWC/ms (27 Mar 68)

Distribution:

Orig & 1 - Adse

1 - DD/S Chrono

1 - DD/S Subject

Notes: 1. Mr. Coffey says it is unnecessary to forward an info cy to D/S at this time.
2. For background info re Area Orientation, see DD/S 67-5567 (10/25 DTR Memo for DCI)